

Request for Application

Expert(s) in Business Development, Capacity Building and Mentoring for Media Outlets

Thomson Media (TM) is recruiting experts based in Europe with an expertise on Central Europe, South East Europe, and the Balkans to support the delivery of a two-year media development programme. We are seeking for consultants with expertise in business development, capacity building and mentoring to support and directly work with mid-sized, regional and local, media outlets from Europe.

The programme, titled **Media Innovation Europe (MIE)**, is delivered by a consortium led by the Vienna-based [International Press Institute](#) (IPI) together with the Berlin-based [Thomson Media](#) (TM), the Kyiv-based [Media Development Foundation](#) (MDF) and the Sarajevo-based [Balkan Investigative Reporting Network](#) (BIRN).

The aim of the MIE is to empower media outlets as they navigate the digital transition, giving them the tools to align their journalistic products, business structures and means of discovery and distribution in a way that is audience-focused and sustainable. Also, to help news outlets overcome challenges ranging from broken business models and plummeting revenues to waning public trust, “state capture” of independent media and political pressures.

About the Deep-Dive Business Consultancy

The **Deep-Dive Business Consultancy (DDBC)**, as one of the main pillars of the programme, is implemented by TM and targets mid-sized, regional and local media outlets with a clearly identified problem they are willing to solve.

It is designed to level up the business capacities of media outlets that need strategic guidance and technical assistance in order to set their path toward business viability.

In addition to the business support, mentoring and capacity building, TM will provide grant funding between €5,000 and €15,000 per media outlet to support activities related to the implementation of new products, services and/or newly developed strategies.

The following are the **outcomes** that the project aims at achieving through this grant scheme:

- Project supported media outlets are more **operative and financially resilient**,
- Project supported media outlets introduced and tested **new revenue streams**,
- Project supported media outlets are encouraged **to be innovative** in organization of their **workflow, content production, and audience engagement**,
- Project supported media outlets are familiar with new **digital platforms, tools and procedures** that help them efficiently and productively implement their workflow.

Alongside the development of new business streams, DDBC aims at building media outlets' capacity to understand their (existing and potential) audiences' needs and priorities, and to respond to these better through tailoring their products and adopting modern digital formats, content distribution channels and outreach technologies.

Scope of Work

Experts in business development, capacity building and mentoring will be working with the Project Coordinator, Capacity Building Coordinator, and Media Support Coordinator on the implementation of the following activities:

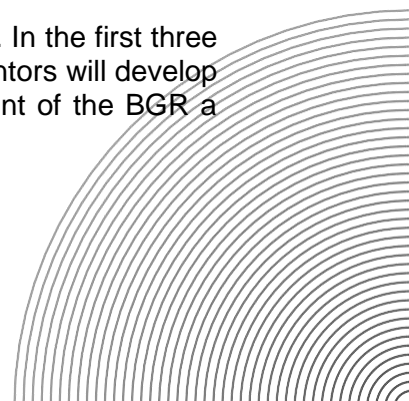
- Initial assessment of the selected media outlets (introduction to their work, business operations, editorial, target audiences etc.) Tools: desktop research, meetings with media outlets, workshops etc.,
- Analysis of internal organisational capacities of the selected media outlets, assessment of their readiness for change, internal challenges and potential for introduction and application of new business models and approaches,
- Analysis of external factors that are affecting the work and potential business development of the selected media outlets in their environments,
- Lead the process of strategic planning within the media outlet, ensuring their participation and buy-in,
- Support media outlets to create and develop strategic plans as a result of the process of strategic planning,
- Supporting media outlets to map potential business opportunities and create a plan on how to pilot, test and validate the most suitable business models/services/approaches for their outlets,
- Support media outlets in the process of testing and validation of selected business models,
- Support media outlets to create business plans with financial estimates, targets and potential budgets for the business models that were tested and validated,
- Participate in creation and development of specific activities within the Capacity building plan under the coordination of the Capacity Building Coordinator and Media Support Coordinator,
- Produce training materials such as: training / workshop plans, training materials, etc.,
- Organise and hold training sessions / workshops or mentoring / consulting sessions to media outlets (in groups or individually),
- Send reports to TM staff within the defined deadlines,
- Submit all necessary MEL related reports and all the materials created with/for the media outlets during the process.

The selected experts are expected to deliver the following list of documents as a result of their support to media outlets:

- Initial assessment reports: covering internal and external capacities of the selected media outlets for business development,
- Business Growth Roadmaps that are tailored to capacities, potentials, needs and ideas of selected media outlets, with realistic budgets and financial estimations for their implementation,
- Final report (in English) including assessment of supported media outlets and recommendations for their funding.

Timeline and location

The mentorship cycle (3+12) will start in late January / early February 2023. In the first three months, during the preparatory phase, media outlets with the support of mentors will develop their Business Growth Roadmap (BGR). Upon the successful development of the BGR a one-year implementation period will follow.



Experts will be mostly working online and the majority of the consultancy activities will be delivered remotely / online.

Requirements

Professional Experience:

- At least 5 years' experience in mentoring and / or capacity building work with clients in diverse sectors such as media, business, civil society, education, and / or public institutions,
- Relevant knowledge of the media sector and industry in Europe. Expertise on Central Europe, South East Europe, and the Balkans will be considered as an asset,
- Demonstrated experience in creating effective business plans, analysing business processes and identifying opportunities to generate additional revenue,
- Demonstrated experience in processes of strategic planning and management.

Additional requirements:

- Demonstrated experience and knowledge on entrepreneurship, start-ups, and early stages of business development,
- Dedication to delivery of outputs in line with the highest standards,
- Experience with blended-learning approaches (combination of e-learning and tailored mentoring and capacity building),
- Record of innovative ideas and approaches would be an asset.

Education:

- At least graduate degree in the field of business, communication, media, international development, social sciences, and other related relevant fields,
- Certification as trainer / educator / lecturer will be considered as an asset.

Application

Interested experts are kindly asked to send the following documents (in English):

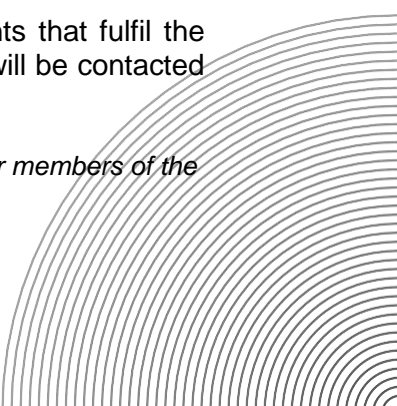
- CV/portfolio with examples of previous work relevant for this assignment,
- Concept proposal – a single page document that briefly explains the expert's vision and approach in business development and mentoring.

Both documents should be submitted to Ilcho Cvetanoski, TM Capacity Building Coordinator, by email: (IlchoC@thomsonfoundation.org)

Deadline: Rolling

Following the submission period TM will evaluate all applications. Applicants that fulfil the criteria and which expertise is in line with selected outlets needs and plans will be contacted by email.

Note: Issuing this Request for Application does not commit Thomson Media nor other members of the



consortium, to select any expert and / or applicant. Thomson Media also reserves the right to extend / change the duration of the assignment, its scope of work, deliverables or expected outcomes.

